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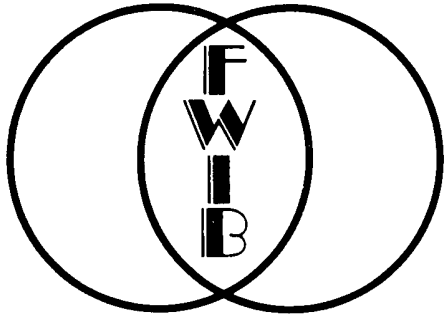
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Executive Secretary
21 Sep 87

Date

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FEDERAL WOMEN'S INTERAGENCY BOARD

Executive Registry
4352X-87

P.O. Box 14166
 Washington, D.C. 20044-4166



September 11, 1987

MEMORANDUM FOR Heads of Departments and
 Independent Agencies

FROM:

Margaret L. Powell
 Margaret L. Powell, Chairperson
 Federal Women's Interagency Board

SUBJECT: Federal Women's Interagency Board
 "Issues Paper"

The Federal Women's Interagency Board (FWIB) is a professional organization of Federal Women's Program Managers and others who support the goals and objectives of the organization. Membership is open to individuals within the Washington, D.C. metropolitan area.

One of our primary objectives is to facilitate the employment and advancement of women in the Federal sector.

In keeping with this objective, on April 7, 1987, we wrote a letter to Mrs. Constance Horner, Director, U.S. Office of Personnel Management, Washington, D.C., outlining major barriers to the hiring and advancement of women in the Federal sector and offered recommendations for correcting them.

Director Horner responded in a memorandum dated August 19, 1987, and a copy is attached. You will note that Mrs. Horner provided a statistical overview on the status of women and cited examples of women's career advancement from 1976 through 1986. She concluded that "the record of women's career advancement in the Federal government is impressive over the past decade."

In addition, Director Horner indicated that Mr. Curtis Smith, Associate Director for Career Entry of her staff would be available to pursue the issues posed in our April 7, 1987 letter to her.

Mr. Smith met with representatives of the FWIB on August 31, 1987, at the U.S. Office of Personnel Management (headquarters) and presented us with a response, Initiatives on Behalf of Employment of Women in Federal Government -- Responses to FWIB Issues Paper by Career Entry Group, copy attached.



STAT

We encourage you to review these recommendations and implement them as appropriate.

If you have any questions, please contact me on area code 202-267-3884.

Attachments

cc: Director of Personnel
Directors of EEO
FWPM's

Federal Women's Interagency Board



P.O. Box 14166
Washington, D.C. 20044-4166

The Honorable Constance Horner
Director
U.S. Office of Personnel Management
1900 E Street, N.W.
Washington, D.C. 20415

07 APR 1987

Dear Ms. Horner:

The Federal Women's Interagency Board Issues Paper was published June 19, 1985, outlining major barriers to the hiring and advancement of women in the Federal sector and containing recommendations for correcting these barriers. We forwarded a copy of our "Issues Paper" to you on May 9, 1986. A copy of our original paper is attached for your review.

Unfortunately, the major issues have not changed, and now we have narrowed our attention to six major problem areas. We believe that these barriers, along with the recommended solutions are critical to understanding why women are concentrated in low-graded jobs (GS-8 and below) and in very few career fields in the Federal services. We urge you to take action now to advance women in the Federal sector by taking the following recommended actions:

1. AFFIRMATIVE RECRUITMENT STRATEGIES

Barrier:

Without a valid, reliable tool to ensure objective recruiting, agencies are experiencing difficulty in recruiting qualified female applicants for entry and mid-level professional and administrative positions, including positions in underrepresented occupations. The PACE was prohibited by court decisions on a discriminatory practice in November 1982, due to a discriminatory impact on Blacks and Hispanics. It had been the principal external hiring device for one hundred eighteen (118) Federal occupations. The Schedule B hiring authority was used from November 1982 to the present, but in April 1987, there still remains widespread underrepresentation in traditional and non-traditional occupations.

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In addition, there is a need for targeted recruitment for specific occupational series. Although annual FEORP plans are required by law (Civil Service Reform Act, 1978), FEORP is used systematically to recruit minority and women applicants for underrepresented occupations.

Recommendations:

1. Fund a recruitment that targets widespread underrepresentation and concentrations in selected occupational series and grade levels. FWIB would help to develop the project.
2. Increase monitoring of agency FEORP's to ensure targeted recruitment and use of applicant supply files.
3. Increase use of direct hiring authorities, such as Schedules A, B, and C, and the Veteran's Readjustment Act; etc., to recruit qualified women.
4. Increase use of co-op agreements with colleges and universities with a concentration of minorities and women.
5. Increase use of part-time and job sharing opportunities.
6. Fulfill OPM requirement, in accordance with Luevano v. Devine consent decree, to develop new examining procedures that will conform to Title VII and Uniform Guidelines on Employee Selection Procedures requirements.
7. Increase use of Upward Mobility as an internal recruitment strategy under FEORP.
8. Increase use of worker trainee, summer merit, work incentive, and other hiring programs as a source of women applicants, especially for non-traditional jobs.

-3-

2. LIMITED USE OF EMPLOYEE DEVELOPMENT TOOLS

Barrier:

There has been limited use of employee development tools to enhance women's employment in the Federal government. This accounts in part for why so few women are promoted to middle and higher level jobs. The tools include Upward Mobility, supervisory/management training, use of Individual Development Plans (IDP's), career enhancing short and long-term assignments, and career counseling.

Upward Mobility (UM) Program (Recruiting from within)

Special attention is needed to provide promotion opportunities for women with potential who are in dead-end, lower level positions. The UM Program was initiated to meet this need. However, in recent years, despite the fact that the Federal Equal Opportunity Recruitment Program (FEORP) requires targeting of UM positions each fiscal year, use of UM to provide upward movement of women has been hampered by the lack of Office of Personnel Management (OPM) and agency guidance and monitoring.

Many agencies use limited resources and a declining workforce as an excuse for not implementing an UM Program. However, limited external hiring coupled with the elimination of the Professional and Administrative Career Examination (PACE) as a means of filling entry level administrative positions, now makes UM an even more viable recruitment and advancement tool.

Recommendations:

1. Require by OPM regulations special proof of EEO performance regarding UM in individual annual performance ratings for supervisors and managers.
2. Issue/strengthen OPM regulations to establish and Monitor UM programs by all Federal agencies, e.g., issuance of Federal Personnel Manual Chapter on UM.

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3. Provide on-going, quality training for agency personnel on roles and responsibilities for UM, e.g., EEO and supervisory training.
4. Require adequate representation of qualified women on panels to select UM participants.
5. Require an Individual Development Plan (IDP) for each UM participant within 30 days of the participant's selection into the program and frequent monitoring of the IDP implementation progress.
6. Emphasize restructuring of jobs to better utilize employee skills through UM.
7. Establish monitoring/reporting/evaluation requirements to determine the impact and compliance of the UM Program on women and minorities.

3. INADEQUATE/LIMITED CAREER COUNSELING

Barrier:

There is an absence of women as role models in male dominated career fields. This is coupled with stereotypical influence by teachers and counselors in elementary and high schools and colleges as another factor contributing to the shortage of women in male dominated occupations. Young women often are encouraged to enter career fields which heretofore have been considered as traditional for women, rather than for higher status and/or higher paying related professional fields. An example is women aspiring to be nurses rather than engineers.

In the same manner, inadequate/limited career counseling in the workplace inhibits effective career planning for working women. The overall effect is that the Federal government is denying itself a greater pool of motivated, productive employees for higher level jobs.

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Recommendations:

1. Develop an (OPM) prototype unit that furnishes long-range career counseling and training and provide training to other Federal agencies so that we can implement your model. Supplement developmental training with a Career Rotational Program outside the Federal government so that women can gain additional executive skills that will prepare them to qualify for SES positions.
2. Intensify career counseling programs for women in federal sector with emphasis on comprehensive IDP's which will help qualify women for higher levels and underrepresented occupations.
3. Include in supervisory training a module on career counseling for employees, and hold supervisors and managers accountable (in their own annual performance ratings) for providing career counseling and developing IDP's.
4. Conduct outreach efforts, provide training and retraining to update skills of career counselors to bring them to the 1980's in terms of changing technology regarding newly developing career fields.
5. Increase efforts to provide career counseling information to students through Adopt-A-School Programs, career days, co-operative education programs, Stay-in-School Programs, etc.

4. SUPERVISORY/MANAGEMENT TRAINING

Barrier:

Women have not received training designed to increase their qualifications for supervisory/managerial positions in proportion to their percentage of the federal work force. Moreover, FPM Bulletin 920-71, paragraph 5, dated May 29, 1984, states:

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"Although there have been significant increases in women in the professional ranks in the Federal sector ... and they are technically competent in their fields of expertise, many have not yet been ... provided training and education that will make them competitive for supervisory, managerial, and executive opportunities."

Recommendations:

1. Continue and expand the OPM-sponsored Women's Executive Leadership Program.
2. Establish a prototype career enhancement program which would facilitate movement of women from entry level through mid-level to management positions.
3. Require monitoring within agencies the percentage and kind of training programs in which women are enrolled.
4. Increase identification and nomination of women for executive and long term assignments at institutions of higher education and federal government training schools.
5. Require representation of women on panels to select candidates for long-term training assignments.
6. Broaden training regulations to facilitate more cross-training.
7. Strengthen requirements for IDP's to ensure they are meaningful.

5. INADEQUATE MONITORING/REPORTING EVALUATION SYSTEM TO DETERMINE IMPACT AND COMPLIANCE OF THE CIVIL SERVICE SIMPLIFICATION PROPOSAL

Barrier:

Without an adequate monitoring/reporting and evaluation system to monitor the hiring and promotion of employees, managers would have the authority to hire "what they

-7-

deem as the best person for the job." According to OPM workforce statistics, this does not typically mean women. Since women have not fared well under this system in the past, it would seem reasonable to assume that they would not fare well without an adequate monitoring and reporting system.

Recommendations:

1. Require agencies to monitor the hiring and promotions of women according to their availability in the labor market.
2. Tie these monitoring and reporting requirements to agencies Federal Equal Opportunity Recruitment Plan (FEORP).
3. Include in the duties of Federal Women's Program Managers the responsibility to monitor FEORP's.

6. LACK OF ACROSS-THE-BOARD WOMEN'S/MINORITY ADVISORY GROUP

Barrier:

Women and minorities have similar problems; however, there is no across-the-board Women's/Minority Advisory Board for OPM to review and provide input on policies, issuances, and procedures that originate from OPM.

Recommendations:

1. Use the Federal Women's Interagency Board to comment on OPM policies, issuances, and procedures that affect women and minorities. It would be strategically sound to use this resource as FWIB and OPM have already enhanced their cooperative images throughout the government by jointly sponsoring awards and training programs.
2. Use the Federal Women's Interagency Board to assist the administration in identifying and eradicating systemic and organizational barriers that impede the employment and advancement of women throughout the federal sector. The purpose of the Federal Women's Program is to enhance the employment and advancement opportunities for women in the Federal government and we are committed to doing so.

-8-

Although some advances have been made by women in the Federal sector, according to the 1984 OPM statistics (the latest statistics to be released to the public), 72.6 percent of women are employed in grades 8 and below; 24.1 percent in grades 9-12; and 3.3 percent in grades 13-15. About 46 percent of women are employed in clerical jobs, one-fourth in professional jobs, and one-third in administrative occupations. Although women are making gains in typically male dominated occupations, in engineering jobs women are represented at only 4.2%.

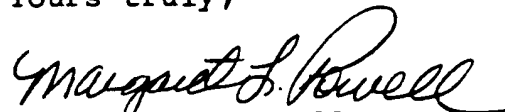
The representation of minorities is equally in need of improvement. Sixty-six percent of minorities are concentrated in grades 8 and below; 27.5 percent in grades 9-12; 6.2 percent of minorities are in grades 13-15.

While women constitute 40 percent of the Federal civilian workforce, the salaries of men exceed women's in all occupational categories except clerical. In the professional occupations, men earn an average salary of \$12,253 a year more than women. Here the gap is larger than in any occupational area. The salaries of non-minorities exceed those of minorities in all occupational categories, including clerical. The salaries of all minority groups exceed Blacks although Black women represent 8.8 percent of the Federal civilian workforce.

Women are an untapped resource for the Federal government. This is due primarily to systemic and organizational barriers within the federal system. These barriers include: affirmative recruitment strategies, limited use of employee development tools, inadequate/limited career counseling, lack of supervisory management training, inadequate monitoring/reporting/evaluation system, and lack of across-the-board Women's/Minority Advisory Group.

We would appreciate the opportunity to discuss these ideas with you further and will follow-up with your staff for an appointment with you.

Yours truly,


Margaret L. Powell
Chair

Attachment

cc: Ms. Fran Lopes



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON D.C. 20415

Office of the Director

AUG 19 1987

Ms. Margaret L. Powell
Chair, Federal Women's
Interagency Board
P.O. Box 14166
Washington, D. C. 20044-4166

Dear Ms. Powell:

Thank you for your letter last April about the hiring and advancement of women in the Federal civil service. It is important to me that the Federal personnel system be open to all, especially those who have been discouraged in the past, so that the nation can have the benefit of the best talents available, unlimited by sex and other arbitrary factors.

OPM has been looking closely at women in the Federal work force in order to understand better where we are now and how we might best proceed in the future. I think you will find the results of our work most encouraging, so I'm enclosing an outline of the most salient findings.

There is, of course, always more to be done, and I am interested in the issues raised by the Federal Women's Interagency Board. Many of the concerns raised by the Board are addressed in initiatives we have underway, and there is much that the Federal Women Program Managers and FWIB can do to help us coordinate and focus improvements in the employment of women.

We are particularly interested in targeted recruiting as the approach to ensure that we are able to hire the best people from all the groups that make up our society. We are also actively seeking ways to further open the personnel system and create opportunities for employees to advance, as evidenced by our delegation to agencies of the authority to modify qualification standards.

2

I have asked Curtis Smith, Associate Director for Career Entry, to meet with you to explore the issues you raise and to discuss what OPM is doing. He will call to arrange a meeting.

I commend the FWIB for providing us with suggestions to help women in the Federal sector. Your interest and efforts on behalf of women employees is recognized and appreciated. Please extend my regards to members of the Board.

Sincerely,

A handwritten signature in cursive script, appearing to read "Constance Horner".

Constance Horner
Director

Enclosure

Enclosure I

STATUS AND ADVANCEMENT OF WOMEN IN FEDERAL EMPLOYMENT

Occupational Change

Over the past decade, Federal women in dramatic numbers have been involved in occupational change. They are moving into nontraditional, higher-paying occupations.

In 1976, 20 percent of women were in professional and administrative occupations; by 1986, 33 percent were in such positions.* Conversely, 56 percent of women were in clerical jobs in 1976, while only 41 percent were in such jobs by 1986.

Women now comprise a larger proportion of Federal occupational groupings than they did in 1976. The expansion has been insignificant in the clerical field, and substantial in the professional, administrative, and technical fields. Women comprised:

- 19 percent of the professional population in 1976, and 27 percent in 1986;
- 19 percent of the administrative work force in 1976, and 35 percent in 1986; and
- 38 percent of the technical work force in 1976, and 49 percent in 1986.

Most encouraging is the influx of women under 35 years of age into higher-paying occupations which were previously dominated by men. This trend has been so pronounced that females now comprise 36 percent of all young professionals, 49 percent of all young administrative workers, and 60 percent of the young technical workers. Looking at those employees under 35 years of age:

- 24 percent of young professionals were female in 1976, while 36 percent were in 1986;
- 26 percent of young administrative workers were female in 1976, while 49 percent were in 1986; and
- 44 percent of young technical workers were female in 1976, while 60 percent were in 1986.

* The Federal employee data cited here refer to the full-time permanent work force. The data source for the statistics is the Office of Personnel Management's Central Personnel Data File (CPDF).

2.

Within individual professional and administrative occupational groups, the shift of women into male-dominated occupations is more dramatic.

- Only 11 percent of attorneys were women in 1976; now 27 percent are;
- Nine percent of accountants were female a decade ago; today 29 percent are female;
- Ten percent of Medical Officers were female in 1976, while 17 percent are today;
- The percent female of chemical engineers increased from 1 percent in 1976 to 15 percent in 1986;
- Among Internal Revenue Agents, 7 percent were female a decade ago compared with 26 percent today;
- Women now comprise 48 percent of the management analyst population, compared with only 23 percent in 1976;
- They comprise 47 percent of program analysts, up from 25 percent a decade ago; and
- Thirty-two percent of computer specialists are women today compared with 19 percent in 1976.

Similar increases were registered for a large number of other professional and administrative occupations. And again, looking specifically at the under 35 group, greater gains have been made:

- Fourteen percent of young attorneys were women in 1976; 41 percent are today;
- Women comprised 11 percent of young accountants in 1976; but 48 percent in 1986;
- They made up 6 percent of young Medical Officers in 1976, but 33 percent in 1986;
- While women were only 2 percent of the young chemical engineers in 1976, they were 27 percent of such workers in 1986;
- Eleven percent of young Internal Revenue Agents in 1976, women comprised 44 percent in 1986;
- Among young management analysts, 27 percent were female in 1976, while 68 percent are today;

- Women comprised 40 percent of young program analysts in 1976, but 66 percent in 1986; and
- Twenty-six percent of young computer specialists were women in 1976; today 52 percent are.

Career Advancement

This general heightening of women's occupational status is the result of more women entering previously male-dominated occupations, and more significantly, of women taking advantage of the extensive opportunities available in the Federal Government for upward mobility. For example, more than half of all female clerical employees hired in 1976 have now moved into other higher-paying occupational groups. Thus, in the Federal Government, clerical jobs need not portend dead-end careers. For employees with the desire, ambition, and aptitude to move into other careers, the pathways lie open.

Despite this strong record of progress, a wage gap between men and women in the Federal Government remains albeit diminishing. Over the past decade, the ratio of women's salaries to men's has increased from 66 percent to 69 percent. This pay differential is due in large part to the occupational choices of men and women, differences in educational attainment, and differences in years of service.

Among those groups where women's and men's occupational choices and work force attachment show greater similarity -- for example, among employees under age 35 -- greater progress is evident. Among this group, females earned 78 percent of what males earned in 1986, up from 73 percent in 1976. Breaking the group down further into major occupational categories, the following facts are evident:

- Female blue collar workers earned 89 percent of what their male counterparts earned;
- Female professionals earned 90 percent of what male professionals earned;
- Female administrative and technical employees earned 91 percent of what their male colleagues earned; and
- Female clerical workers earned 104 percent of what male clericals earned.

While women continue to predominate at the lower General Schedule and equivalent (white collar) grade levels, they have been moving rapidly into the higher grade levels:

- Women comprised 20 percent of the GS 9-12 population in 1976; they now account for 34 percent;
- While they comprised 5 percent of the GS 13-15 work force in 1976; they now account for over 12 percent; and
- Still greater change is evident among employees under age 35. Of these younger employees occupying GS 9-12 positions, 23 percent were female a decade ago, while 40 percent are today. Of those in GS 13-15 slots, 10 percent were female in 1976, while 27 percent were in 1986.

Part of the reason women -- both younger and older -- have been advancing rapidly into higher grade levels is that a greater number are available in the pipeline for promotion. Further, women at the GS/GM 13, 14, 15 levels receive higher performance ratings than their male colleagues and are promoted at a faster rate. For example, the most recent data available (1984) show that GM 13 women were promoted to GM 14 positions at a rate 33 percent higher than that for GM 13 men. GM 14 women were promoted to GM 15 slots at a rate 22 percent higher. Similarly, while 9 percent of GM 15's were women in 1986, 15 percent of newly-selected senior executives that year were women.

Clearly, the record of women's career advancement in the Federal Government over the past decade is impressive and the pace of change is accelerating. Moreover, the pattern for the future is clearly imprinted in the fundamental occupational and grade level changes registered by women. Our open employment system, together with women's higher career expectations, changing job preferences, and greater labor force attachment, are working in concert to move women into higher-paying occupations and higher grade levels.

INITIATIVES ON BEHALF OF
EMPLOYMENT OF WOMEN IN THE FEDERAL GOVERNMENT --
RESPONSES TO FWIB ISSUES PAPER
BY CAREER ENTRY GROUP

The Civil Service Reform Act of 1978 gave separate roles relating to equal employment to the Office of Personnel Management (OPM), the Equal Employment Opportunity Commission (EEOC), and the Merit Systems Protection Board (MSPB). Since that time, OPM has focused its attention on affirmative employment issues. OPM is responsible for assuring that personnel practices and procedures do not present employment barriers and for providing agencies with guidance to carry out their affirmative employment programs. Compliance, advocacy, and planning matters relating to affirmative action are the responsibility of EEOC. Grievance issues are handled by MSPB.

The agency Federal Women's Program Managers (FWPMs)/Coordinators play their most influential role by advising and assisting their top management in implementing effective programs for women to eliminate employment barriers and to provide advancement opportunities. Whether full-time, part-time, or collateral, FWPMs/Coordinators are integral members of their agency's management team. They are responsible for working with management in identifying employment problems and solutions, progress, and developmental opportunities with respect to their organization's women.

The ideas identified in the FWIB Issues Paper are discussed in the following presentation. It addresses three types of implementation strategies: (1) OPM's Initiatives; (2) Recommended Agency FWPM's Initiatives--areas where agency FWPMs/Coordinators should provide leadership to overcome existing barriers; and (3) Potential FWIB's Initiatives--Opportunities for outside organizations to provide Federal agencies with products to enhance career opportunities for women.

Received August 31, 1987, from Mr. Curtis Smith, Associate Director for Career Entry, at a meeting at the U.S. Office of Personnel Management, headquarters, Washington, D.C.

TOPIC #1: AFFIRMATIVE RECRUITMENT STRATEGIES

Targeted recruitment is one of OPM's top priorities. Currently, the Office of Recruiting and Special Personnel Programs is focusing major attention on attracting high-quality candidates to the Federal work force.

OPM's Initiatives:

- Provide guidance to agencies in their recruitment efforts by identifying and issuing information on effective recruitment sources that are most likely to yield excellent women and minority applicants;
- Conduct targeted Job Fairs, such as the Minority Job Fair held in Albuquerque, New Mexico, in February of this year; and the Job Fair held at the Department of Labor, Washington, DC., May 29-30, 1987;
- Review agency headquarters' Federal Equal Opportunity Recruitment Program (FEORP) plans to evaluate progress;
- Encourage agencies to focus efforts on recruiting women and minorities in other than entry-level and traditional fields;
- Promote the use of noncompetitive hiring authorities, e.g., high scholastic achievement, bilingual certification, and handicapped employment programs in order to provide managers with additional flexibilities to employ qualified women and minorities;
- Establish a task force to develop additional flexibilities for managers to use co-op agreements with colleges and universities whose population includes a high concentration of women and minorities; and
- Support legislation to extend the Veterans Readjustment Appointment (VRA) program--women and minorities have received an average of 9 and 37 percent of the total of these appointments over the past 7 years.

3.

Recommended Agency FWPM's Initiatives:

- Work with agency officials to recruit in selected occupational series and at specific grade levels to accomplish the needs of the agency. When conducting agency Job Fairs, work with OPM in developing strategies and approaches to match recruiting needs with those people applying for positions. Develop programs to bring highly qualified people into the agency rather than to develop an extensive, but rarely use, applicant supply file.
- Provide agency managers with information on how to: (1) use direct hiring authorities to recruit qualified women; (2) increase the use of part-time and job sharing opportunities, (3) capitalize on the developmental opportunities provided through upward mobility and other internal recruitment and development programs; and (4) use additional hiring programs such as worker trainee and temporary appointments.

TOPIC #2: USE OF EMPLOYEE DEVELOPMENT TOOLS

OPM encourages agencies to use any personnel flexibilities that will assist them to meet their human resource needs and to provide an environment for equal opportunity. It is important that employees strive to better themselves and agencies examine ways to use the talents of their employees.

OPM's Initiatives

- Promote the use of mission-oriented training to meet the current and future needs of the agency rather than only job-specific training.
- Review the need to update the guidance on the Upward Mobility Program. The Upward Mobility Program is just one developmental tool; other training flexibilities can be effective in enhancing the careers of Federal workers.
- Continue to conduct training in the area of Equal Employment Opportunity (EEO) and personnel-related areas. OPM's FY 86 course offerings included 31 EEO related courses that supported affirmative employment programs. A total of 423 sessions were conducted with approximately 8,500 participants. Additionally, OPM regions and area offices design, develop, and conduct courses that respond to the unique EEO needs of a particular agency or audience.

4.

OPM's Initiatives (continued):

- Delegated additional authorities to agencies in April 1987 to allow them to modify their internal qualification requirements. Agencies may modify OPM qualification standards for reassignments, voluntary changes to lower grades, and transfers and reinstatements to the same or lower grades when a candidate's background includes closely related experience which provide the skills and abilities necessary for successful job performance.

Recommended Agency FWPM's Initiatives:

- Provide agency managers with information regarding agency training and education programs designed to provide employees with a maximum opportunity to advance to their highest potential.
- Work with the agency personnel office to provide managers with on-going training and the latest information to assist them in their supervisory/management functions regarding: (1) quality training for employees, (2) representation of women and minorities on task forces and selection panels, (3) job restructuring, and (4) Individual Development Plans.

TOPIC #3: CAREER COUNSELING

Career counseling certainly has merit in the Federal system. Many Federal agencies have designed their own programs and several books have been published on this subject. However, as a private sector initiative, this is an area where FWIB might want to sponsor and develop a career counseling package that could be used by FWPM's nationwide. This concept would capitalize on the talent of FWIB and provide a beneficial service to women and minorities in the Federal Government. This initiative could be coordinated with departmental FWPM's and special emphasis managers with collateral assignments.

The home environment, school system, and society as a whole play a large role in encouraging women to examine all aspects of career planning. Employing institutions can provide workers with counseling and role models. Role models are evident in the Federal Government. Since 1981, more than 1600 high level, policy-making positions have been filled by women. Agencies at all installation levels have identified role models.

5.

OPM's Initiatives:

- Continue to provide supervisory training programs that include the concepts of career counseling.
- Foster programs that encourage youth to excel and prepare for future career opportunities. Encourage agencies to "Adopt-A-School" where they can work with individual students and parents to provide career option discussions and serve as role models.

Recommended Agency FWPM's Initiatives:

- Assess the need for career counseling and develop a management plan to provide training for supervisors and options available for current employees.
- Provide employees with information on courses available after working hours, through local educational facilities.

Potential FWIB's Initiatives:

- Design, develop, coordinate, and produce a career counseling package to be used by FWPM's nationwide. Since FWIB is comprised of FWPMs, this initiative could use the knowledges, skills, and abilities of the group.

TOPIC #4: SUPERVISORY/MANAGEMENT TRAINING

Supervisory and management training is not mandated. Certainly, moving from a technical to a managerial position is a learning process. OPM's training is open to all; however, the selection is made at the agency's discretion.

OPM's Initiatives:

- Establish a Women's Executive Leadership training program for candidates GS-9 through GS-12. Currently, there are approximately 200 women enrolled in this year's program. Since the program was established in 1985, 62 women from 52 agencies have graduated from this pilot program.
- Encourage Federal executives to send women and minorities to training programs at our Executive Seminar Centers and the Federal Executive Institute. During FY 1986, approximately 17 percent of the participants at the Executive Seminar Centers were female. Since women comprise about 13 percent of the work force at the GS/M 13 through GS/M 15 levels, it is encouraging to note that their participation level is so high.

6.

Recommended Agency FWPM's Initiatives:

- Encourage agency management to provide leadership training programs to include women and minorities.
- Assess the need to develop leadership programs for mid-level employees. Based on organizational needs, FWPMs should provide management with: (1) a list of available training and development programs, and if necessary, (2) a procedure to implement an inhouse leadership training program targeted to provide learning experiences for women and minorities.
- Encourage supervisors and managers to identify and nominate women (1) for training and executive assignments, and (2) to serve on panels that select candidates for long-term training assignments.

Potential FWIBs Initiatives:

- Identify and develop a list of leadership training programs outside of Government, e.g., Harvard Business School.
- Identify successful mid- and senior-level training programs conducted by all Federal agencies. Resource list could be provided to all FWPMs Governmentwide.

TOPIC #5: EVALUATION SYSTEM TO DETERMINE IMPACT AND COMPLIANCE OF THE CIVIL SERVICE SIMPLIFICATION PROPOSAL.

This Administration's goals are to enhance the role of the manager by providing further personnel flexibilities and decreasing reliance on compliance-oriented guidance.

OPM's Initiatives:

- In order to meet the pending demands of the work force in the year 2000, as well as to provide opportunities for current employees, OPM plans to assist managers and supervisors by providing personnel flexibilities and responsibilities instead of requiring even more regulations.
- OPM will monitor and evaluate the impact of the implementation initiatives created by the Civil Service Simplification Act.

7.

Recommended Agency FWPM's Initiatives:

- Alert management to barriers affecting the recruitment and advancement of women; indicate significant progress; and, provide suggestions for improvement, if necessary.
- Assure efforts to recruit women are incorporated into the agency's FEORP.

TOPIC #6: ACROSS-THE-BOARD WOMEN'S/MINORITY ADVISORY GROUP

OPM always welcomes ideas that increase opportunities for women and minorities while eliminating employment barriers. The Government can benefit from attracting, hiring, and retaining performance-oriented employees.

OPM Initiatives:

- There are no present plans for any formal advisory groups.
- The Office of Recruiting and Special Personnel Programs has been designated to work with and obtain the views of the Special Emphasis Program Managers/Coordinators, such as the FWPMs and the Hispanic Employment Program Managers. This office will continue to communicate and work with FWIB and other groups.

Recommended Agency FWPM's Initiatives:

- Provide feedback to the Office of Recruiting and Special Personnel Programs regarding (1) existing employment barriers; and, (2) successful pilot programs that enhance the employment and advancement of women.